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DEPARTMENT OF MENTAL HEALTH

<http://dmh.lacounty.gov>

550 SOUTH VERMONT AVENUE, LOS ANGELES, CALIFORNIA 90020

Reply To: (213) 738-4601
Fax: (213) 386-1297

October 14, 2008

TO: Each Supervisor

FROM: Marvin J. Southard, D.S.W.
Director of Mental Health

SUBJECT: **MENTAL HEALTH SERVICES ACT SKID ROW SERVICES
QUARTERLY REPORT - OCTOBER 2008**

This memo provides the latest status report regarding continuing Mental Health Services Act (MHSA) funded programs in the Skid Row area in response to your Board's April 3, 2007 motion instructing the Department of Mental Health (DMH) to take several actions related to efforts to reduce homelessness in Skid Row in coordination with communities outside of Skid Row.

Your Board instructed DMH to provide a quarterly progress report on the MHSA community-based services and supports planned for Skid Row including:

- Progress on implementation of programs planned for Skid Row, including Service Area Navigator Teams, Crisis Resolution Services, Full Service Partnerships, Wellness Centers, and the development of housing options;
- Tracking outcome measures for MHSA funded programs in the Skid Row area; and
- Tracking the number of clients who refuse medical treatment for alcohol and drug abuse.

We will continue to provide quarterly reports, as instructed.

MJS:TB:LAH:oc

Attachment

c: Sachi A. Hami, Executive Officer

**LOS ANGELES COUNTY DEPARTMENT OF MENTAL HEALTH
MENTAL HEALTH SERVICES ACT
SKID ROW SERVICES PROGRESS REPORT**

October 1, 2008

On April 3, 2007, the Board of Supervisors (BOS) approved the Department of Mental Health's (DMH) request to utilize Mental Health Services Act (MHSA) funding to implement programs to reduce homelessness and promote wellness and recovery in the Skid Row area. Since that time, the Department has implemented the following programs:

- Crisis Resolution Service (CRS) at the Downtown Mental Health Center (DMHC) provides short term, intensive, mental health and supportive services, including comprehensive assessment.
- Skid Row Management Team (SRMT) provides overall administration, management and coordination of existing services and the development of new services in collaboration with local stakeholder planning groups.
- Client Run Contracted Wellness Center for the Skid Row area to serve individuals who no longer require intensive mental health services. The Department issued a Request for Services in October 2007. A Bidder's Conference was held on October 30, 2007, and Emotional Health Association dba S.H.A.R.E! was notified of their selection as the prospective contractor on March 10, 2008. BOS approved the Board letter on September 9, 2008. SRMT is actively engaged with Emotional Health Association dba S.H.A.R.E!, DMH Contracts and Service Planning Area (SPA) 5 to finalize an amendment to that agency's existing contract to implement the delivery of Client Run Wellness Center programming for individuals in the Skid Row area.
- A directly operated Wellness Center is planned for the Skid Row area. An implementation date has not yet been determined. The program will serve clients that have reached a higher level of wellness and recovery and require additional, ongoing supports to sustain those gains, and to further integrate into the community.

DMH MHSA funded services in the Skid Row area serve individuals in need of an array of integrated mental health and other treatment services and supports. Other MHSA funded programs that service the Skid Row area include the DMHC Full Service Partnership (FSP) program, and the Service Area 4 Navigator Team (SANT 4) which are discussed below.

Full Service Partnership (FSP)

DMHC FSP program was implemented in December 2006 and serves a maximum of 180 consumers. There will be a continually changing enrollment of clients as clients are stabilized and reached a level of wellness and recovery that no longer necessitates the intensity of services provided thru FSP programming. Alternate programming may consist of lower levels of outpatient mental health services; Wellness Center supportive services; employment, along with help from a private mental health provider; and/or other services given the individualized needs of those clients. At last report (July 2008), the DMHC FSP program had enrolled 148 clients. Thru September 2008 for which the outcome measures below are compiled, the number of enrollees has climbed to 175 clients. The outcomes described below illustrate the continuing successful efforts of DMHC FSP, to reduce homelessness, incarceration, and acute psychiatric hospitalization, albeit the hospitalization rate demonstrates the increased clinical complexity and severity of issues facing existing and new enrollees of FSP.

- 81% decrease in days of homelessness since enrollment in the program compared with the year prior to enrollment;
- 21% decrease in days of incarceration period since enrollment in the program compared with the year prior to enrollment;
- 38% increase in days of psychiatric hospitalizations since enrollment in the program compared with the year prior to enrollment; and
- 72% of the 132 clients enrolled in FSP have been identified with a co-occurring mental health and substance abuse/use issue are actively engaged in appropriate treatment ranging from 12 Step meetings, or internal FSP co-occurring disorders outpatient programming.

Service Area 4 Navigation Team (SANT)

SANT 4 covers a wide and diverse area, which includes the Skid Row area. SANT links individuals of all ages to specialized mental health services such as FSP, Assertive Community Treatment (ACT) and Adult Targeted Case Management Services (ATCMS). One of the methods utilized by SANT 4 to accomplish its goals is through the Impact Unit. The Impact Unit serves a critical role in ensuring linkage to community programs and services. Meetings are held semi-monthly to assist Service Area 4's DMH contracted and directly operated programs opportunity to review individual case referrals and to determine the most appropriate specialized programs (FSP, ACT, and ATCMS) to serve individual consumers.

The goals of SANT 4 are:

- Linkage to housing resources;
- Successful community reintegration for persons with mental illness from institutional settings;
- Provision of services for underserved, un-served and inappropriately served consumers with mental illness through linkage to appropriate type and level of care;
- Reduction in homelessness in the Skid Row area;
- Promotion of MHSA services in the community in collaboration with service providers and community agencies; and
- Successful outreach and engagement efforts by contracted and directly operated programs that identify and link prospective consumers to services.

During the last quarter, SANT 4 has:

Received 44 referrals for Transition Aged Youth (TAY – ages 16-25 years)

- 2 referrals were from the Skid Row area
- 3 referred to another Service Area
- 5 did not meet TAY criteria
- 7 were enrolled in TAY FSP
- 27 were pre-authorized for Outreach and Engagement services

Received 164 referrals for adult consumers (ages 26-59) specialized programs (ACT, ATCMS & FSP). Of these referrals:

- 69 referrals were received from skid row area
 - 18 successfully enrolled in FSP services
 - 21 are currently pre-authorized for outreach and engagement
 - 30 not accepted for Outreach and Engagement
- 54 referrals were not from skid row area
 - 8 successfully enrolled
 - 46 currently pre-authorized for outreach and engagement

- 41 referrals were referred to ACT
 - 8 successfully enrolled
 - 33 currently pre-authorized for outreach and engagement
- No ATCMS referrals received

Housing Trust Fund

A Countywide Housing Trust Fund of \$11.5 million has been established to support the development of new permanent supportive housing for people with psychiatric disabilities. The Housing Trust Fund will provide funds for on-site supportive services and/or project-based operating subsidies for supportive housing projects and scattered site supportive services for S.H.A.R.E! housing projects. The Request for Proposals (RFP) to provide supportive services and/or to receive operating subsidies through the MHSA Housing Trust Fund RFP was released as projected on January 23, 2008, to provide supportive services and operating subsidies for supportive housing. The Department held a mandatory Proposer's Conference on February 6, 2008 with 238 people in attendance. The Department received 62 Letters of Intent to apply for the funds. Proposals were received March 10, 2008. Review of the 33 proposals received revealed requests for supportive services funding and operating expenses totaling over \$42 million. Six evaluation panels were convened to review and score the proposals. The Department is in the final stages of the selection process and anticipates announcing awards in August 2008.

On September 16, 2008, the Department notified the agencies that had been recommended to receive Supportive Services funding through the Housing Trust Fund RFP. Countywide Housing, Employment, and Education Resource Development (CHEERD) Division has initiated contacts with the recommended agencies to begin the negotiation process. At the conclusion of the negotiation process, the Director will request approval from the Board of Supervisors to enter into a five-year Consultant Services Agreement for these services.

Housing Development

Single Room Occupancy (SRO) Housing Corporation, which provides needed housing for homeless individuals in the Skid Row area, was recently notified that they were awarded \$5.2 million through the Governor's Homeless Initiative to develop the Winston Apartments, a 40 unit permanent supportive housing project. The \$5.2 million will include funding for capital development and a capitalized operating reserve. As a condition of funding, the Governor's Homeless Initiative required that local county mental health departments would commit MHSA funds for the provision of mental health services or FSP level services for the residents of the funded units. The Department of

Mental Health, through DMHC's FSP Program, has committed to provide mental health services to qualifying residents of the Winston Apartments. Construction on the Winston Apartments is to begin July 2008. Based on the construction schedule, the units should be available for leasing as early as March or April 2009.

SRO Housing Corporation has also secured \$14.6 million through a variety of funding sources, including Los Angeles Housing Department's Permanent Supportive Housing Program, Los Angeles County's Community Development Commission, and tax credits to develop the James Woods Apartments. The James Woods Apartments will include 53 single room occupancy units, of which 31 will be for the special needs population-chronically homeless with a mental illness. DMHC's FSP Program will collaborate with SRO Housing Corporation to provide mental health services for qualified residents of the 31 units that are reserved for special needs populations - persons that are chronically homeless with mental illness. As of this date, the James Woods Apartments are under construction with a scheduled completion date of March 2009. It is anticipated that the 31 units that have been identified for special needs population (chronically homeless with a mental illness) will be available for leasing in April 2009. To date, the construction schedule remains in place for the Winston and James Woods Apartments with projected completion dates for Spring 2009.

MHSA Housing Program

On August 6, 2007 the California Department of Mental Health (State DMH) and the California Housing Finance Agency (CalHFA) launched the MHSA Housing Program that provides funding to support capital development and capitalized operating subsidies for supportive housing for individuals with psychiatric disabilities and their families who are homeless or at risk of homelessness. State DMH estimates that it will allocate approximately \$115 million to Los Angeles County over the next three years for the development of supportive housing, of which \$40 million can be used for capitalized operating subsidies.

In November 2007, DMH released the Expression of Interest, a non-competitive solicitation inviting interested parties to submit a Letter of Interest in response to the notice of available funding for capital development and operating subsidies. In mid-March 2008, an introductory information and training was held for individuals and organizations not familiar with the requirements associated with supportive housing projects and/or receiving public funds. Also included were those individuals and organizations that had submitted incomplete Letters of Interest and/or those reviewed by the MHSA Housing Advisory Board but had not recommended further development at this point due to insufficient information, or other issues; and those that had further questions, or had expressed an interest in providing S.H.A.R.E! housing. This included individuals and organizations that were not traditional supportive housing developers.

On June 10, 2008, the Board of Supervisors approved a Board letter authorizing the Department to sign an assignment agreement permitting the transfer of the Los Angeles County allocation of \$115 million to CalHFA for the administration of the MHSA Housing Program.

The Department has received thirty-three Letters of Interest in various stages of development from the concept stage to fully developed projects with committed funding resources. Of the thirty-three proposed housing projects, the MHSA Housing Advisory Board identified twelve as viable projects and recommended that the Department initiate further planning and development with the project sponsors. CHEERD program staff has met with the project sponsors to provide technical assistance to those projects that were not recommended for further development. Because this funding is being offered through a non-competitive solicitation process, project sponsors may revise their housing proposals and resubmit them for consideration at will.

Proceeding through the MHSA Housing Program application process, the Department has submitted its first application on behalf of the project sponsor to the State DMH and CalHFA for funding. Consistent with the program guidelines, three projects are under going the required 30 day public review and comment period prior to the submission to the State DMH and CalHFA. It is anticipated that six additional projects will be submitted within the next several months. The five remaining projects have been classified as inactive due to unexpected delays or withdrawal of funding requests as reported by the project sponsors.

Crisis Resolution Services (CRS)

CRS is a short term (60 days or less), outpatient based, intensive, clinical and case management program that provides crisis intervention and stabilization for new and returning, disengaged clients. Services include but are not limited to: emergency shelter, transitional and permanent housing, referral for medical and dental services, benefits establishment, intensive case management, psychiatric services and medication, short-term psychotherapy, and crisis intervention.

CRS was implemented on October 11, 2007 providing two days of service weekly. Days of operation were gradually increased as new staff was hired. On May 12, 2008, CRS began operating five days a week, and on September 6, 2008, Saturday morning coverage was added for a total six days a week of program operations.

Since implementation, CRS has:

- Opened 714 new cases, averaging 6 new intakes daily;

- Reduced drop-out rate among newly enrolled clients by 33%;
- Provided linkage to emergency, transitional or permanent housing to 88% of homeless clients on day of screening or intake; and
- Engaged 84% of all clients with a co-occurring mental health and substance use/abuse issue for enrollment in treatment. Motivational engagement efforts with the remaining 16% are ongoing.

The program provides frequent client follow-up appointments with program staff and employs a "whatever-it-takes" approach to addressing individual needs, including mental health services, housing, physical health care, and assistance with benefits establishment.

Of the current 2.0 FTE CRS Psychiatrist vacancies, 1 candidate has been identified and is being processed for hire through the Office of the Medical Director. Aggressive recruitment efforts continue to fill the second vacancy.

Skid Row Management Team (SRMT)

During this past quarter the DMH Skid Row Management team continued its ongoing efforts to sustain engagement with community providers and stakeholder groups, including consumers, and loft dwellers to obtain critical input about the many issues affecting the Skid Row area. SRMT has held monthly meetings of the Skid Row Community Advisory Board (SRCAB) and with the Skid Row Homeless Healthcare Initiative. Both of these entities are collectives of Skid Row stakeholders (including consumers) that are dedicated to collaborative and integrative efforts to develop more accessible, and effective social and health care services.

SRMT activities over the past quarter have included:

- Participated in meeting with the BOS Health Deputies to review the Board letter proposal to award Emotional Health Association dba S.H.A.R.E! a contract to provide Client Run Wellness Services to individuals in the Skid Row area which was approved by the Board on September 9, 2008;
- Continued collaboration with DMH Contracts Division and the Management Team of Service Area 5 to amend the existing contract of Emotional Health Association dba S.H.A.R.E! to implement a Client Run Wellness Services to individuals in the Skid Row area;

- Participated in Supervisor Gloria Molina's Skid Row Families Demonstration Project Roundtable which brought together representatives from the public and private sectors to address development of housing and effective case management strategies for homeless families with minor children;
- Hosted and participated in weekly meetings of the Skid Row (Family) Assessment Team with Department of Children and Family Services (DCFS), Department Public Social Services (DPSS), Department of Public Health (DPH), and Los Angeles Homeless Services Authority (LAHSA) regarding the ongoing provision of collaborative services to homeless families with minors;
- Represented DMH in the ongoing Leavey Center inter-agency service integration planning workgroups. Progress made on staffing levels and service delivery by participant agencies, and BOS approved Board letter for lease of building site on September 9, 2008. Other participant agencies are JWCH; Weingart Center Foundation; Homeless Healthcare of Los Angeles; and County agencies: Departments of Public Health; Health Services and Alcohol and Drug Programs Administration;
- Hosted monthly meetings with DMH Skid Row Community Advisory Board (SRCAB), which is a local forum for consumers, families, service providers and community representatives to provide the SRMT with information, advice and recommendations regarding the mental health service needs in the Skid Row community;
- Represented DMH at the Skid Row Homeless Healthcare Initiative, which serves to develop collaborative and integrated physical and behavioral healthcare initiatives in the Skid Row area;
- Met with area providers and Ken Wells, Ph.D., from UCLA, regarding Community Partners in Care to discuss possible participation in an evidence based approach and study aimed at enhancing outcomes for individuals with depressive disorders;
- Participated in the monthly DMH Service Area 4 Executive Providers Meetings;
- Meeting with Service Area IV Management Team on a weekly basis to coordinate the transition and transfer of oversight responsibility for DMH contract agencies in the Skid Row area to the SRMT. Full transition of responsibility will occur upon the appointment of a permanent District Chief for the DMH SRMT;

- Collaborated with DMH Countywide Housing, Employment and Education Resource Development (CHEERD) program and DMH SA 4 Administration on site visit of LAMP, Inc. to review the utilization of their People Assisting The Homeless (PATH) funding.
- Participation in the Los Angeles City/County Coordinating Council for Homeless Families' monthly working group meetings to implement recommendations of the Los Angeles 10 Year Plan to End Homelessness that are specific to family homelessness, by ending and preventing family homelessness via increased inter-agency collaboration and service delivery, and increasing access to housing; and
- Participated in Service Area 4 Birth to 5 Collaborative Meetings, to examine and address the service needs of children in this age range in the Metropolitan Los Angeles area, which includes Skid Row. The 2007 Greater Los Angeles Homeless Count tallied 2,540 minors in homeless families in the Metropolitan Los Angeles area, 51% (or 1,300) of which were age 5 or younger.

SRMT will continue to work collaboratively with area stakeholders, service providers, and residents to enhance mental health services and supports in the Skid Row area.

Summary

In summary, the Department of Mental Health continues to demonstrate significant progress in enhancing and increasing community based mental health, housing, and other resources in the Skid Row area through the development of newly funded MHSA programs, and ongoing collaborations with local stakeholders. All of these programs focus on reducing homelessness for individuals with mental illness and breaking the costly cycle of emergency and inpatient care, and incarceration, while promoting recovery and successful community reintegration.